



Canada's Asset Management Program

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Case Study: Canada's Asset Management

- Internationally recognized as a leader in asset management; over 20 years of experience.
- Federal government uses ISO 55000 and other best practices.
- Reviewed Federal, Provincial and Municipal levels:
 - The Treasury Board of Canada Secretariat
 - Public Services and Procurement Canada (PSPC)
 - The Federation of Canadian Municipalities (FCM)
 - Province of Ontario
 - City of Ottawa, Ontario
 - City of Hamilton, Ontario

Canada's Asset Management Program

- Canada's public infrastructure assets (roads, bridges, buildings, waste and storm water facilities, transportation) total about \$800 billion USD.
- Federal government manages real property spending of about \$7.5 billion USD and develops policy.
- Municipalities own the majority of these assets (about 60 percent), provinces (38 percent), and the federal government about 2 percent.
- And, most asset management strategy and planning happens at the municipal level.

Canada's Asset Management Program

- Cities of Hamilton, Calgary, and Edmonton led the way in developing asset management programs in the early 2000's.
- These programs were initiated to reduce costs and improve management of assets—particularly water distribution and treatment.
- Federal and provincial governments provide support for municipal asset management programs through grants and tax funds.
- Provinces such as Ontario require municipalities to develop asset management plans to receive infrastructure funding.

Canada's Asset Management Program

- Cities we studied referred to the importance some “Key Characteristics of an Asset Management Framework” (slide 11)
 - Using quality data
 - Assessing condition of assets and make informed resource allocation decisions
 - Prioritizing investments
 - Measuring levels of service that can be difficult to define

Rideau Canal Crossing/Flora Footbridge Ottawa, Ontario

- The Rideau Canal Crossing project involves the design and construction of a 5 meter wide by 123 meter long, linear multi-use pedestrian and cyclist bridge over the Rideau Canal. This project received Federal and Provincial Infrastructure funding.
- The new bridge reduces distances between two important mid-town Ottawa communities and will improve access for all users of the City's extensive network of pedestrian multi-use pathways.
- The bridge also includes a lookout area at the west abutment, structure illumination, and relocation of an existing water main under the canal.

Rideau Canal Crossing/Flora Footbridge, Ottawa Construction Site



Flora Footbridge, Ottawa, Ontario







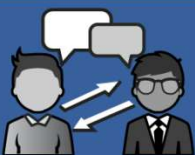

Flora Footbridge, Ottawa, Ontario



Flora Footbridge, Ottawa, Ontario



Key Characteristics of an Asset Management Framework ([GAO-19-57](#))

Characteristic	Description
Establishing formal policies and plans 	Organizations should have a clearly defined governance regime that includes a strategic asset management plan that ties to the organization's mission and strategic objectives, defines the asset management scope, and defines the roles and responsibilities for each part of the organization.
Maximizing an asset portfolio's value 	Organizations should develop an asset management policy to identify the value of their assets to achieve their mission and strategic objectives, and invest in those assets in such a way as to derive the greatest value from them.
Maintaining leadership support 	Organizational leadership should clearly articulate its support for asset management and provide the necessary resources for asset management to succeed.
Using quality data 	Organizations should collect, analyze, and verify accuracy of asset data, including the organization's inventory of assets and data on each asset's condition, age, maintenance cost, and criticality to the organization.
Promoting a collaborative organizational culture 	Organizations should promote a culture of information sharing and enterprise-wide decision-making regarding their assets.
Evaluating and improving asset management practices 	Organizations should evaluate the performance of their asset management system and implement necessary improvements.



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- [GAO-19-57](#) *Federal Real Property Asset Management: Agencies Could Benefit from Additional Information on Leading Practices*